

**U6877: Advanced Management for International Policymakers**  
**Course Syllabus**  
**Last Updated 21 November 04**

**Instructor**

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**Teaching Assistant- To Be Determined**

**Objectives**

- To understand management challenges in a changing world
- To review advanced techniques in management innovation
- To apply new skills to workplace management scenarios

**Overview**

Numerous management techniques will be reviewed and applied in case presentation formats. Approaches such as Total Quality Management, Team Management and Re-engineering will be examined. Strategic Planning, Human Resources and Performance evaluation methods will be reviewed. Challenges of globalization, leadership, information technology and ethics will be discussed in detail. The class will be asked to participate in discussion of case materials and share their workplace experiences. Oral presentation techniques will be emphasized and every member of the class will be required to make an oral presentation followed by evaluation to enhance this important leadership skill.

**Reading List:**

Course Texts: **Required in Bold-**

Text may be purchased on-line at [www.amazon.com](http://www.amazon.com) or [www.barnes&noble.com](http://www.barnes&noble.com)

1. Tools for Innovators- By Steven Cohen and William Eimicke. Jossey-Bass Publishers. 1998. ISBN: 0-7879-0953-X
2. **Shackleton's Way-** By Margot Morrell and Stephanie Capparell. Viking Press. 2001. ISBN: 0-670-89196-7
3. **The Lexus and the Olive Tree.** By Thomas L. Friedman. First Anchor Books, April 2000. ISBN: 0-385-49934-5
4. **9/11 Commission Report.** WW. Norton & Company Ltd. ISBN 0-393-32671-3
5. One World. By Peter Singer. Yale University Press. ISBN: 0-300-09686-0
6. The 7 Habits of Highly Effective People. By Stephen Covey. Simon and Shuster. ISBN: 0-671-70863
7. **Management Challenges for the 21<sup>st</sup> Century.** By Peter F. Drucker. Harper Business. 1999. ISBN: 0-88-730999-2.
8. Managing in the Next Society. By Peter Drucker. Truman Talley Books. 2002. ISBN: 0-312-32011-6
9. The Team Handbook- 2<sup>nd</sup> or 3<sup>rd</sup> edition. By Scholtes, Joiner and Streibel. Oriel. 2003. ISBN: 1-664731-26-0

**Required Cases: Harvard University, John F. Kennedy School of Government- Case Studies in Public Management and Policy:**

These can be purchased on-line at [www.ksgcase.harvard.edu](http://www.ksgcase.harvard.edu)

1. 1347.0- Improving Service Quality at Trujillo City Council Registry Office
2. 1141.0 Elena Kotova and the Moscow Privatization Agency
3. 1098.0 The Problems of Success: Evaluating JICA's Coastal Aquaculture Development Project in Thailand
4. 1681.0 Rudy Giuliani: The Man and His Moment.
5. 548.0- Ethical Problems in Public Careers: Lying- in class exercise
6. 1535.0 Ethics in International Research: the Debate over Clinical Trials of AZT to Prevent Mother-to-Infant Transmission of HIV in Developing Nations (Paper Version)
7. 1661.0 International Trade Meets Intellectual Property: The Making of the TRIPS Agreement
8. 909.0 Strengthening Public Managers in Argentina: The New Program for Government Administrators
9. 1282.0 Managing Success: Partners for Development Reorg. Dongola Office
10. 1383.0 Cracking the Culture Code: the way into the Inner Circle
11. 1305.0 Philippine President Fidel Ramos & the Flor Contemplacion Crisis
12. 1430.0 Coping with Crisis: Hong Kong Public Health Officials and the "Bird Flu"

**Grading:**

Memos- 20% (2 memos- 10% each)

- Due at the beginning of the assigned class
- If not handed in by end of class- ½ grade point loss
- If not handed in by Sunday- 1 full grade point loss
- If not handed in by Monday- don't bother- total point loss

Group Project- 20%

Individual Presentation Skills in Group Project- 10%- every student must speak for 10 minutes during the group presentation

Final Project- 20%

Class Participation- 30%-

Attendance is mandatory. We have all made a choice to be here and I expect that when I roll out of bed on my weekend to impart pearls of wisdom that you will be in class to capture them. Failure to attend without prior permission will be reflected in your grade. Requests for special consideration must be submitted to Professor Cook at least 1 week in advance of that date.

**Week 1. January 22, 2005**

***Housekeeping- objectives, logistics, background, assignments and grading***

***Overview of Course***

***Memo Writing***

***Oral Presentation Criteria***

***Introduction to Advanced Management and Innovation***

Basic course structure will be reviewed including lecture plan, reading requirements, assignments and grading system. Written and oral presentation criteria will be discussed.

Readings:

- Cohen, Steven and Eimicke, William. *Understanding & Applying Innovation Strategies in the Public Sector*. Chapter 1. Tools for Innovators

- Drucker, Peter. *Managements New Paradigm*. Chapter 1. Management Challenges for the 21<sup>st</sup> Century

## **Week 2. January 29, 2005**

### ***Innovation & Team Challenges- Re-engineering & TQM***

#### ***Working in Teams- Process & Organization for Project, Team Management***

##### ***Individual Memo #1 Due at the start of class***

- Cohen, Steven and Eimicke, William. *Reengineering*, Chapter 3, *Total Quality Management*, Chapter 4, and *Team Management*, Chapter 6.
- Scholtes, Peter, Joiner, Brian and Streibel, Barbara. Team Handbook, 2<sup>nd</sup> or 3<sup>rd</sup> Edition.
  - o Chapter 2: Team Roles and Responsibilities pages 2-1 through 2-32.
  - o Chapter 3: Doing Work in Teams 3-1 through 3-33.
  - o Chapter 6: Learning to Work Together 6-1 through 6-33.

#### **Assignment Due : Individual Memo #1: 1347.0- *Improving Service Quality at Trujillo City Council Registry Office***

At age 25 Jose Lopez was recently promoted to head the Trujillo City Council's Registry Office. While this appeared to be a special opportunity for advancement it quickly became clear that the office was fraught with inefficiencies deeply engrained in standard practices that were decades old. Jose Lopez realizes that dramatic changes must occur to remedy the bureaucratic log jam which has led to a high level of public dissatisfaction. He has met with the City Council and has received authorization to hire a consulting team to evaluate current practices and develop solutions that will meet the goals of providing fast, efficient and accurate practices.

Your consulting firm won the contract to assist with the improvement of service quality at Trujillo City Council Registry Office. You have completed your assessment of current practices. Using your knowledge of management innovations, including Reengineering, Total Quality Management and Team Management write an action memo to Jose Lopez outlining solutions based options and an implementation plan.

## **Week 3. February 5, 2005**

### ***Privatization***

#### ***Public-Private Partnerships***

#### ***Contracting***

#### ***Final Paper Review***

#### ***Group Memo #1- Second Hour***

##### **Readings:**

- Nightingale, Demetra Smith and Pindus, Nancy. *Privatization of Public Social Services: A Background Paper*. 1997. [www.urban.org/pubman/privitiz.html](http://www.urban.org/pubman/privitiz.html)
- Cohen, Steven and Eimicke, William. *Managing Privatization: The Tools, Skills, Goals and Ethics of Contracting*. Paper prepared for presentation to the 62<sup>nd</sup> Annual Meeting of the American Society for Public Administration, March 10-13, 2001.
- Cohen, Steven and Eimicke, William- "Privatization" Chapter 7, Tools for Innovators

#### **Assignment Due: Group Memo #1: 1141.0 Elena Kotova and the Moscow Privatization Agency**

In the first year of post-communist Russia, the Moscow Privatization Agency grapples with determining the best means toward a suddenly acceptable end: privatization of the thousands of small businesses of Moscow. Notwithstanding six months of Privatization Agency consideration of various approaches and development of specific proposals, the mayor's office announces, instead, a comparatively precipitous plan to allow operators of existing businesses to become their owners.

Your consulting team has been hired to:

1. Review the privatization choices originally available to Elena Kotova.
2. Assess her options in light of the mayor's recent decision.
3. Recommend the best option(s) moving forward.
4. In the issues section please also address what Ms. Kotova might have done that would not have resulted in the mayor making a precipitous decision.

#### **Week 4: February 12, 2005**

##### ***Strategic Planning***

##### ***Evaluation and Performance Measurements***

##### ***Group Memo #2- Second Hour***

Readings:

- Cohen, Steven and Eimicke, William. *Strategic Planning*. Chapter 2, Tools for Innovators
- Drucker, Peter. *Strategy- the New Certainties*. Chapter 2, Management Challenges for the 21<sup>st</sup> Century
- Kaplan, Robert S. and Norton, David P. *Using The Balanced Scorecard- Measures that Drive Performance*- D.P. Harvard Business Review. Reprint 92105.
- Cohen, Steven and Eimicke, William. *Benchmarking and Performance Management*. Chapter 5, Tools for Innovators.

#### **Assignment Due: Group Memo #2: 1098 The Problems of Success: Evaluating JICA's Coastal Aquaculture Development Project in Thailand**

Five years after the Japan International Cooperation Agency (JICA) established a seabass aquaculture in a poor, rural part of coastal Thailand, the project appears, on many counts, to be a success. An evaluation of the project by JICA itself notes that new techniques for seabass seed production have taken hold among the uneducated subsistence-level Islamic fishermen of the area and helped raise their standard of living. Many of the nearly 400 families involved can now afford the fees to send their children to school. But there are questions about the long-term prospects of the project.

You have been hired as the lead consultant to provide advice on how to evaluate some of the more complex, non-scientific impacts of the project including:

- Institutional capacity building
- What have the conservation impacts been on the diversity of plants and animals in the region
- How to measure whether the project improved the lives of the small fisherman

Use your understanding of evaluation and performance measures to recommend actions that will provide the information required for JICA to determine whether to continue funding the coastal

aquaculture development project. The areas to consider include poverty alleviation, gender rights and maintaining biodiversity and healthy wildlife populations

**Week 5: February 19, 2005**

***Leadership and Leading In Times of Crisis***

***Group #3- Second Hour***

Readings

- Morrell, Margot and Capparell, Stephanie. *Getting the Best From Each Individual*, Chapter 4. *Leading Effectively in a Crisis*, Chapter 5. *Forming Teams for Tough Assignments*, Chapter 6. Shackleton's Way.
- Covey, Stephen. *Private Victory*, Part Two. The 7 Habits of Highly Effective People.
- Kotter, J. *What Leaders Really Do*. Harvard Business Review. December 2001
- Coleman, D. *Leadership That Gets Results*. Harvard Business Review. March-April 2000.

**Assignment Due: Group #3 Presentation: 1681. Rudy Giuliani: The Man and His Moment.**

In the hours and days following the September 11, 2001 terrorist attacks which destroyed New York's World Trade Center towers, New York Mayor Rudolph Giuliani distinguished himself, in the view of many, for his style of leadership. A combination of resolve, reassurance, courage, and compassion appeared to rally the city and the United States. Although not long before he had been under fire for aspects of his mayoralty, the post 9/11 Giuliani won national and international acclaim as a leader.

You have been hired as an outside, independent consulting firm by the council of the City of Paris, France. You have been charged with assessing the quality of the response to 9/11 by the New York City government, specifically, how the leadership responded. Discuss what actions were most significant and demonstrated the greatest leadership qualities. With a heightened concern about terrorist acts in their city, the council wants your assessment of what traits are desirable in a leader in such a crisis situation and your recommendations of the type of person they should next elect as mayor. Issues and options should outline what worked best for Mayor Giuliani and what if any alternative plans would have improved the response. You must consider and speak to the cultural differences and unique needs of the people of Paris. Include a plan to implement changes to the Paris crisis management effort and what training city government leadership should undertake to best meet the needs and expectations of Parisians in times of crisis.

**Week 6: February 26, 2005**

***Ethics***

***In-Class: Ethical Problems in Public Careers- Lying***

***Group #4 Presentation and Discussion***

Reading:

- Cohen, Steven and Eimicke, William. *Trends in 20<sup>th</sup> Century United States Government Ethics* at [www.columbia.edu/cu/sipa/COURSES/PUBMAN/pm3.html](http://www.columbia.edu/cu/sipa/COURSES/PUBMAN/pm3.html)
- Drucker, Peter. *Managing Oneself*, Chapter 6. Management Challenges for the 21<sup>st</sup> Century

- 548.0- *Ethical Problems in Public Careers: Lying- in class exercise*
- Singer, Peter. *A Changing World*, Chapter 1. *One Atmosphere*, Chapter 2. *One Community*, Chapter 5. *A Better World?* Chapter 6. [One World, The Ethics of Globalization.](#)
- Carney, Gerard. *Conflict of Interest: Legislators, Ministers and Public Officials.*  
[www.transparency.org/working\\_papers/carney/index.html](http://www.transparency.org/working_papers/carney/index.html)

**Assignment Due: Group #4 Presentation: 1535.0 Ethics in International Research: the Debate over Clinical Trials of AZT to Prevent Mother-to-Infant Transmission of HIV in Developing Nations**

Breakthroughs in the early 1990s in the treatment of AIDS in the U.S. and other developed countries is bleakly complemented by continued increases in the incidence of AIDS and persistently high mortality rates in poor countries, especially those in Africa. The high cost of treatment "cocktails" makes mass distribution of such drugs impractical—but does not preclude a search for less expensive, somewhat effective treatments. There is particular interest in any regimen that can prevent the transfer of the AIDS virus from mother to newborn. But when international research agencies—including the National Institutes of Health (NIH) and the Centers for Disease Control (CDC) in the U.S.—undertake trials of such treatment in Africa, a medical ethics watchdog group leads a high-profile protest. It is unethical, asserts Public Citizen, to test a treatment regimen of the drug AZT against a control group receiving a placebo when it is clear that some treatment with the drug is better than none. Designers of the experiments assert, however, that only a comparison with a placebo group can provide definitive results in the context of developing countries.

It is May 1997 and the South African Medical Research Council (SAMRC) has been asked to address the growing concerns about the scientific and ethical foundations of the approach of HIV/AIDS MTI transmission studies now underway. Two groups have been assembled to advise the SAMRC on its position. One group is focused on the scientific debate. Your team has been asked to focus on the ethical debate. To do so, you will need to present a balanced view of all perspectives, using supplemental ethical philosophy writings as well as international guidelines to re-enforce the opposing positions. The SAMRC however also needs you to recommend what approach should be adopted for South Africa and provide ample support for this position in anticipation of international scrutiny.

**Week 7: March 5, 2005**

***Globalization & Trade Policies***

***Group #5 Presentation and Discussion***

Reading:

- Friedman, Thomas L. *Opening Scene: The World is Ten Years Old*, Preface. *The New System*, Chapter 1. *Information Arbitrage*, Chapter 2. *The Lexus and the Olive Tree*, Chapter 3. *...And the Walls Came Tumbling Down*, Chapter 4. [The Lexus and the Olive Tree.](#)
- Singer, Peter. *One Economy*. Chapter 6. [One World, The Ethics of Globalization.](#)
- Rodrik, D., *Introduction, Has Globalization Gone Too Far?* 1997

## **Assignment Due: Group #5 Presentation: 1661.0 International Trade Meets Intellectual Property: The Making of the TRIPS Agreement**

The focus of international trade negotiations was once quotas and tariffs - how much of a particular product could be imported and the duty levied at the border. As the world economy has experienced deeper integration, attention has shifted away from tariffs and quotas to the complex policies and rules that affect the international movement of goods, services and investment. Such policies include protections for intellectual property rights. Negotiated during the Uruguay Round, the 1994 Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPs) significantly broadened the reach of the trading regime by establishing a comprehensive set of global trade rules for intellectual property. World Trade Organization (WTO) members are now obliged to adopt policies that protect patents, trademarks, and copyrights. While countries remain free to provide even more protection than the TRIPs requires, the agreement sets minimum standards. These minimum standards represent a significant increase in the constraints on national policy autonomy required by the WTO.

It is the year 1995 and you are the policy analysis team chosen to advise the Chinese Ministry of Trade on the implementation of the TRIPs agreement. Your assignment is to evaluate the TRIPs agreement and determine what the major costs and benefits will be to the Chinese people. In addition you should focus on what standards you would recommend adopting in order to comply with WTO and examine how to minimize adverse effects on national policy. You should review for the Minister the evolution of globalization and your predictions on what effects it may have on Chinese in the next 5-10 years. Please recommend what public policy initiatives will be required not only to implement TRIPs but to ameliorate any negative effects on Chinese trade and the lives of its people.

**Week 8: March 12, 2005**

*Break- No Class*

**Week 9: March 19, 2005**

**Midterm Due: Introduction, Outline & Literature review for final paper:** To be handed in electronically to [rac174@columbia.edu](mailto:rac174@columbia.edu) . To include at least 5 of the 10 minimum required literature citings (these should all be papers or text citings and not include the 3 websites or personal communications allowed to be included in the 10 minimum for the final).

*Conflict Resolution & Negotiation*

*Labor Unions & Civil Service*

*Group #6 Presentation*

## **Group #6: 909.0 Strengthening Public Managers in Argentina: The New Program for Government Administrators.**

During Argentina's hyperinflation of the 1980s, incentives for public employees collapsed completely. Many public employees took two or three jobs to make ends meet. Some stopped showing up for work at all. Members of the Argentinian government's National Institute of Public Administration feared substantial drops in public sector productivity. They responded by creating a new elite corps of top public managers. Their program set high admissions standards,

provided substantial incentives, and made their new graduates directly responsible to the president.

In preparation for class discussion review the history of governance in Argentina that created the environment in which Luis Stulman finds himself in the late 1980s. Consider the state of civil service and assess whether the solutions created in 1983 have improved the general state of government administration. Is the selection process for these programs sound? Are the goals of the programs sound? Do you believe that the incoming administration will continue these programs and how can you best advocate for their continuation. Provide costs and benefits for each and justify why to maintain one or both. If you had to choose one of the two programs to recommend for continuation- which would it be and why did you choose it.

**Week 10: March 26, 2005**

***Human Resource Management***

***Hiring and Influencing the Behavior of Staff***

***Group #7 Presentation and Discussion- 2<sup>nd</sup> hour***

Reading:

- 1383.0 *Cracking the Culture Code: the way into the Inner Circle- In class discussion*
- Covey, Stephen. *Habit 5: Seek First to Understand, The to be Understood. The 7 Habits of Highly Effective People.*
- Drucker, Peter. *They're Not Employees, They're People*, Chapter 8. Managing In The Next Society

**Assignment Due: Group #7 Presentation 1282.0 Managing Success: Partners for Development Reorg. Dongola Office**

The large international non-governmental organization, Partners for Development has just completed a successful anti-famine program in the African nation of Dongola. Sharon Smith, the new country manager of Partners for Development's program in Dongola finds a variety of programs in disarray, along with hints of corruption and incompetence. Ms. Smith has many important decisions to make including how best to organize the personnel structure, whether to fundamentally change the way they produce their relief product in the field, how to improve the relationship between the central office and the field as well as major personnel decisions- including the possibility of hiring or promoting Dongolan natives, rather than Western professionals--and which of a variety of programs should be retained.

The USAID and DANIDA donor agencies are very concerned that their contributed resources are not being efficiently utilized. The Danish Agency for Development Assistance has provided Pfd with funds to contract your team to work with Ms. Smith. You have been asked to present a presentation to the DANIDA board which reviews historical successes and current practices, outlines the major strengths and weaknesses with the Dongola Pfd and as Human Resource experts to provide well referenced options for change, the costs and benefits of those options, potential outcomes as well as recommended actions and an implementation strategy including a timeline and a draft budget in 2004 \$US Dollars.

**Week 11: April 2, 2005**

## ***Information Technology- managing workflow, databases, etc.***

### Reading:

- Friedman, Thomas L. *Microchip Immune Deficiency*, Chapter 5. *The Golden Straightjacket*, Chapter 6. *The Electronic Herd*, Chapter 7. [The Lexus and the Olive Tree](#).
- Drucker, Peter. *Beyond the Information Revolution*, Chapter 1. *The Exploding World of the Internet*, Chapter 2. *From Computer Literacy to Information Literacy*, Chapter 3. [Managing in the Next Society](#).
- Michael Kahn and Russell Swanborough, *Information Management, IT and Government Transformation: Innovative Approaches in the new South Africa*.  
[http://www.man.ac.uk/idpm/isps\\_wp8.htm](http://www.man.ac.uk/idpm/isps_wp8.htm)
- Richard Heeks, *Information Age Reform of the Public Sector: The Potential and Problems of IT for India*. [http://www.man.ac.uk/idpm/isps\\_wp6.htm](http://www.man.ac.uk/idpm/isps_wp6.htm)

### **Week 12: April 9, 2005**

Easter- No Class

### **Week 13: April 16, 2005**

***Political Management- Assessing Risk and The Ramifications of Decision Making  
Group # 8 Presentation and Discussion- 2<sup>nd</sup> hour  
Communications/Media  
Managing in Politically charged environments***

### **Assignment Due: Group #8 Presentation 1305.0 Philippine President Fidel Ramos & the Flor Contemplacion Crisis**

Halfway into his single, six-year term as president of the Philippines, Fidel Ramos was looking forward to the country's mid-term congressional elections as an affirmation of support for his administration's economic policies. Elected in 1992, Ramos was being widely acknowledged for having made significant strides towards lifting the country out of poverty. With his personal popularity soaring, he predicted his supporters would win all 12 of the Senate seats being contested in the 1995 legislative elections. But two months before the election a crisis threatened to shatter this picture. Millions of the country's citizens had long been forced to go overseas for work. One such woman, Flor Contemplacion, who worked as a maid in Singapore, had been accused in 1991 of killing two people. Singapore's courts found her guilty and sentenced her to death. Less than two weeks before the maid's scheduled execution, a witness came forward who claimed she had evidence Contemplacion was innocent. This affair threatened to disrupt diplomatic relations with Singapore, an important trading partner, and damage the president's chances for doing well in the mid-term elections.

Your consulting group has been hired by President Fidel Ramos in September 1995 to:

- Review steps and missteps in the political and media handling of the Flor Contemplacion Crisis

- The political ramifications of the missteps and the consequences short term and long term
- The positions of the political opposition and how those were countered and could have better been countered.
- Recommend how they should have handled the case differently to gain political advantage and secure public support in an ethical manner.
- Review the Sarah Balabagan case and recommend how to handle the political and media aspects moving forward to maximize political gain and secure public support in an ethical manner.

Reading:

- Political and Business Risk Assessment Services. [www.intl-risk.com/factsheets/pbras.htm](http://www.intl-risk.com/factsheets/pbras.htm)
- Erb, Claude G., Campbell R. Harvey, Tadas E. Viskanta, Political Risk, Economic Risk and Financial Risk [http://www.duke.edu/~charvey/Country\\_risk/pol/pol.htm](http://www.duke.edu/~charvey/Country_risk/pol/pol.htm)

### **Week 14: April 23, 2005**

#### ***Lesson of 9/11- Organizational Behavior & Coping with Crisis***

#### ***Individual Memo #2 and Discussion***

Reading:

- The 9/11 Commission Report

#### **Assignment Due: Individual Memo #2: 1430.0 Coping with Crisis: Hong Kong Public Health Officials and the "Bird Flu"**

This case recounts the efforts of Hong Kong public health authorities first to identify and then control a dangerous new flu virus not previously known to infect humans. The case focuses on the authorities' communication with the public, as they must seek to quell public fears notwithstanding their own incomplete knowledge of the disease. The case, too, describes the crisis management decision to undertake a massive slaughter of Hong Kong chickens, once they are shown to be the host of the deadly but difficult-to-transmit virus.

It is December 2003 and you have been hired by Dr. Saw of the Hong Kong Public Health Department to reassess the effectiveness of communications strategies used in the 1997 outbreak of Avian Flu, H5N1. In addition, due to the recent diagnosis of Avian Flu H5N1 in Thailand you are to create a plan for public education that will both inform and maintain calm. In your memo to Dr. Saw please be certain to:

Issues:

- review the history of communications of the 1997 Avian Flu outbreak
- describe the best package of media options to achieve education and maintain calm, noting both the potential advantages and disadvantages in the issues section.
- In addition, discuss the effects the media plan has had on global public perception of Thailand, including the withholding of information by the government.

Options

- Provide alternative media options and not what their advantages and disadvantages will be.

Implementation

- Indicate how you will implement this media plan in a timely fashion so as to have the greatest positive impact in the shortest period of time.

Reading:

- To Come

**Week 15: April 30, 2005**

**Meet 10-11am**

Course Review- include review of presentation skills and time for course evaluations

**Week 16: May 7, 2005**

**Final Papers Due electronically to [rac174@columbia.edu](mailto:rac174@columbia.edu)**

No Class